

42-934/28 March 1972

MEMORANDUM FOR : Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Support
Deputy Director for Science and Technology
General Counsel
Director of National Estimates
Inspector General
Office of Legislative Counsel

DD/S&T# 714.72

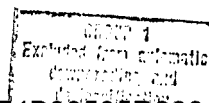
SUBJECT : Research and Development

1. Research and development is an inherent element of all parts of the Agency mission. Collection, analysis and production of intelligence, as well as other Agency missions, and support thereof, must be a dynamic process to overcome hostile defenses and to meet the changing needs of the times. The Agency has been responsible for a number of R&D breakthroughs; it is important that this momentum continue against the challenges of the future.

2. R&D in the Agency can directly support ongoing operations through the development of new equipment and techniques closely related to ongoing operational needs. Frequently R&D undertaken in support of one current need or operation has a multiple application. In addition to satisfying obvious requirements which can be defined with considerable precision, exploratory R&D to probe new areas which may potentially contribute to CIA's mission must be continuously and vigorously pursued.

3. Organization for R&D within CIA must reflect all of these varying needs, i. e.:

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a. R&D in direct support of ongoing operations calls for frequent and clear communication between the R&D elements and the elements responsible for the operational use. The operational element should exercise initiative in identifying its needs for such R&D, consulting with R&D elements as needed to select appropriate engineering approaches to satisfy these needs. Each Deputy Director may program for and implement R&D projects to support his current needs, reporting such projects to the R&D Board for review and comment as desired. In cases where a Deputy Director does not have an organic technical capability (including contracting) suitable to implement these projects, he will seek, with the assistance and consultation of the R&D Board, necessary technical support from another Directorate. When this happens, the funds will be transferred to or programmed by the implementing Directorate to conduct a program coordinated with the requirements of the requesting Deputy Director.

b. Information about R&D which may be used in multiple applications should be disseminated throughout the Agency through the R&D Board. Assignment of development responsibility to a single office or directorate, division of responsibility between offices or directorates, or the formation of a special task force from different elements for the project may be

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desirable in some cases. The R&D Board should be alert for such possibilities and recommend appropriate action.

c. The DDS&T will be responsible for programming, funding and management of exploratory R&D. When the ultimate user of such R&D can be identified, the advice and counsel of this element will be sought (and in cases in which its capabilities or other factors so suggest, the project assigned to that element). Further, the R&D Board should review the advanced R&D program and make recommendations about the projects being prosecuted and suggest additional projects which should be considered.

d. Reports on all R&D activities, together with recommendations, should be made to the R&D Board periodically.

4. The Deputy Director for Science and Technology will continue to be responsible for promoting technical information exchange among all CIA components with R&D activities and for appraising the Director of the overall health of Agency R&D. He will also regularly identify and report to the Director serious technical gaps or program redundancies and any instances where, in his opinion, available technology could be better used to improve operations or fulfill Agency needs. In such cases he will, in consultation with the other Deputies, recommend corrective action and, when appropriate, the establishment of task forces for special interdirectorate projects.

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5. To assist the DDS&T in fulfilling these responsibilities, a CIA Research and Development Board will be established as follows:

Chairman: DD/S&T
Deputy Chairman: ADD/S&T
Members: ADDI, ADDP, ADDS
Secretary: O/PPB

Technical Assistants to Board Members (nonvoting): As needed

The Board will report to the Director through the Executive Director-Comptroller. Minority opinions will be forwarded with the Chairman's comments. The Board will make a semiannual report of R&D in the Agency, with recommendations as to:

- a. Important new R&D needs;
- b. Comments on the Agency's R&D program, in the three categories listed above;
- c. Dissemination of R&D accomplishments.

The R&D Board will also recommend the formation of task forces as needed, with representatives from different directorates as required, to work on particular R&D projects or to carry out projects which require especially close coupling between the engineer and the operator.

6. Under the R&D Board, there will be established a Technical Coordinating Committee, chaired by a representative of the DDS&T, with

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membership determined by each Deputy to represent his interests.

This committee will be a mechanism by which the DDS&T fosters technical exchange, coordinates programs and surfaces gaps, redundancies and other special problems and drafts periodic reports to the Director for consideration by the R&D Board. Directorate Technical Representatives on this Committee will speak for the Directorate or arrange access to appropriate officers who can respond to technical and operational problems.

7. Reporting on R&D will be organized as follows. Each R&D project will be separately identified, and the following reports on the project submitted to the R&D Board:

- a. Category (see above);
- b. Articulated need, if any; or rationale;
- c. Field (audio surveillance, agent commo, photo satellite collection, behavioral science, model analysis, administrative support, etc.);
- d. Funding;
- e. Results;
- f. Responsible office, with coordinating offices or task force;
- g. Related responsibilities (e.g., development of delivery procedure or system for sensor device), with responsible offices indicated.

The R&D Board will review and summarize these reports in its semiannual report to the Director.

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8. Especially sensitive projects may be handled outside the above procedure at the discretion of the Deputy Director concerned with the approval of the Director of Central Intelligence.

9. R&D projects managed by CIA but using other-agency funding will be handled within the above procedure to the extent feasible.

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W. E. Colby
Executive Director-Comptroller

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